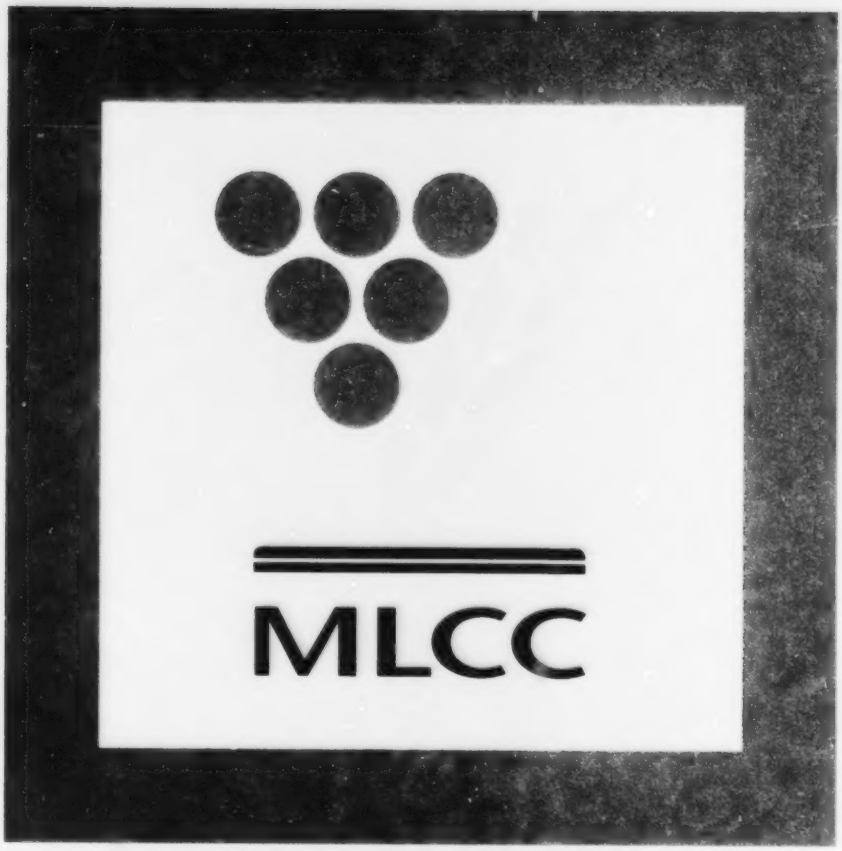

Manitoba Liquor Control Commission

For the Fiscal Year April 1, 1999 to March 31, 2000

The Commission's corporate structure is typical of Provincial Crown agencies. The seven-member Board of Commissioners oversees the activities of the Manitoba Liquor Control Commission.

The Board Chair reports to the Minister Responsible for *The Liquor Control Act* who, in turn, reports to the Legislative Assembly.

The five members of the Licensing Board are responsible for the approval of licences and discipline associated with breaches of The Act. Appeals are made to the Board of Commissioners.

The Government appoints all members.

Day to day operations are the responsibility of the President and Chief Executive Officer who reports to the Board of Commissioners.

Legislative Changes in Fiscal 2000

The Community Protection and Liquor Control Amendment Act, or Bill 42, received Royal Assent on July 14, 1999, and amended The Liquor Control Act as follows:

- *the licensee of any licensed premises shall not permit unlawful activities or conduct in or about the licensed premises; and*
- *the licensee may refuse to admit to the licensed premises, a person who is engaged in unlawful activities or conduct in a licensed premises, and if a person refuses to cease seeking entrance thereto or to leave the premises if already in the premises, is guilty of an offence.*

Policy Change

Effective November 2, 1999, washroom requirements for new licensed premises were updated to meet the Manitoba Building Code.

Board of Commissioners

EFFECTIVE FEBRUARY 16, 2000:

Carmen Neufeld (Chair)
Bernard Christophe (Vice Chair)
Ed Azure
Les Crisostomo
Fran Frederickson
Garry Hammerback
Maria Moore

APRIL 1, 1999 TO FEBRUARY 16, 2000:

Grant Holmes (Chair)
Dianne Lambert (Vice-Chair)
Joyce Buffie
Wes Goodspeed
Sally Harrison
Duane LaCoste
Harvey Scrivener

Licensing Board

APRIL 1, 1999 TO MARCH 31, 2000:

Sheila Atkinson (Chair)
Richard E. Davis (Vice Chair)
Charles Clark
Jeanne Halliburton
Ron Hesford

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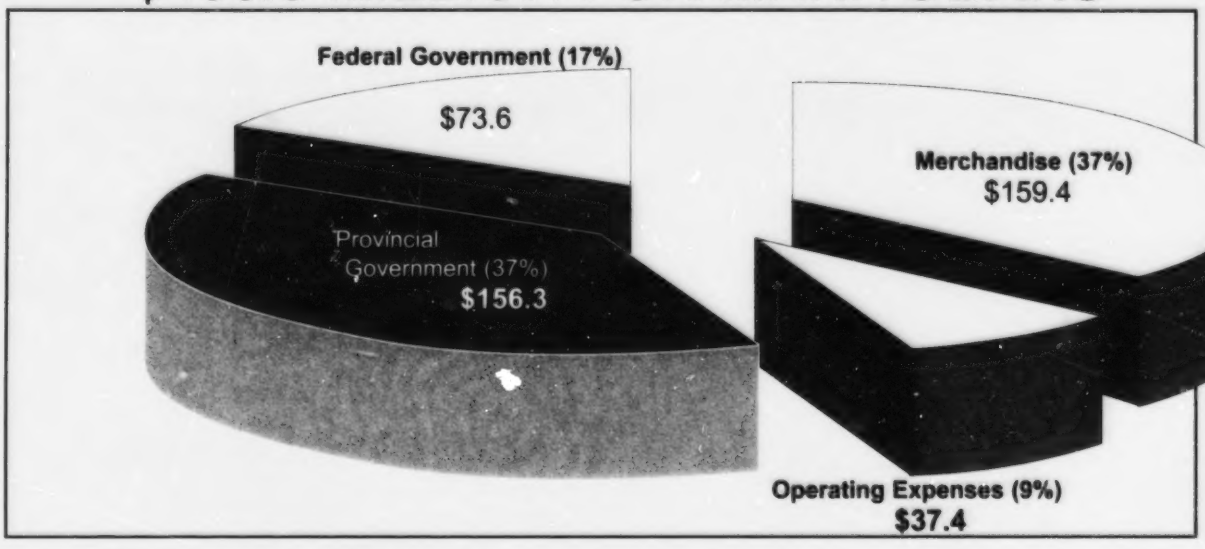
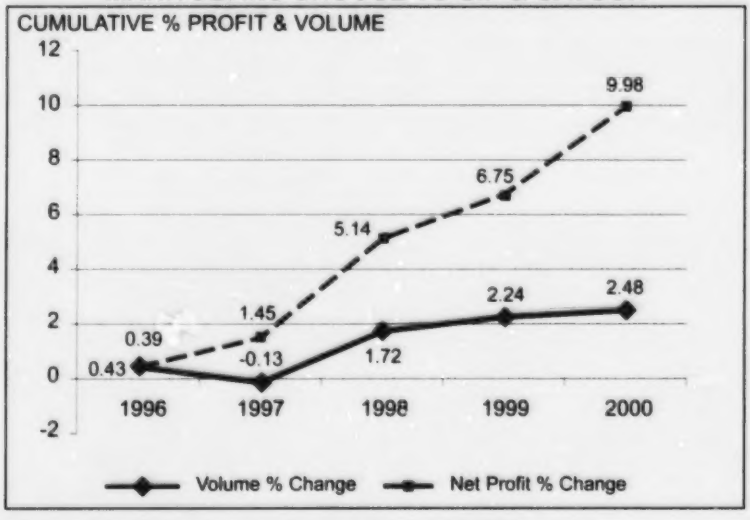
THE MANDATE OF THE MANITOBA LIQUOR CONTROL COMMISSION, UNDER THE LIQUOR CONTROL ACT, HAS TWO PRINCIPAL ASPECTS: REGULATORY AND COMMERCIAL. THE FOLLOWING PAGES PROVIDE A QUICK LOOK AT FISCAL 2000.

$156.3 MILLION FOR MANITOBANS



MANITOBANS CHOOSE TO SIP & SAVOUR

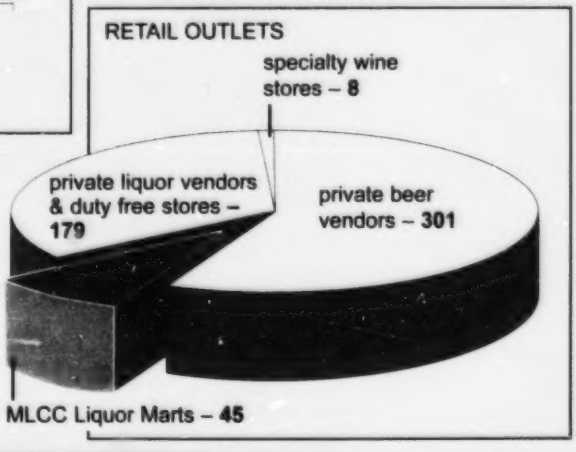


BEER CONTINUES TO BE A MANITOBA FAVOURITE

PRODUCT SALES (MILLIONS)

	1996	1997	1998	1999	2000
Beer	$158	$158	$165	$172	$175
Spirits	$142	$142	$145	$148	$152
Wine	$ 43	$ 46	$ 49	$ 52	$ 58
Coolers/ Ciders	$ 5	$ 6	$ 7	$ 8	$ 9

A BALANCED MARKETPLACE


RETAIL OUTLETS
specialty wine stores – 8
private liquor vendors & duty free stores – 179
private beer vendors – 301
MLCC Liquor Marts – 45

CONSUMPTION TRENDS

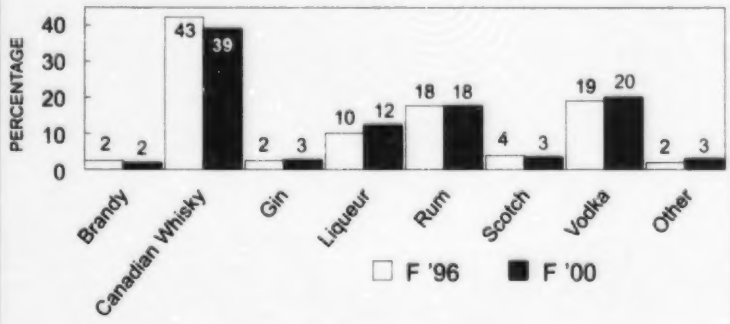
BEER #1 IN OVERALL SALES

VOLUME SALES (MILLIONS OF LITRES)

	Beer	Spirits	Wine	Coolers/ Ciders
1996	**68.7**	6.3	5.3	1.2
1997	**68.0**	6.3	5.5	1.2
1998	**69.0**	6.4	5.6	1.5
1999	**69.0**	6.3	5.8	1.8
2000	**68.6**	6.4	6.2	1.9

MANITOBANS' SPIRITS OF CHOICE? WHISKY!

% SPIRITS SALES BY TYPE: 5-YEAR COMPARISON



But there's growing interest in wine...

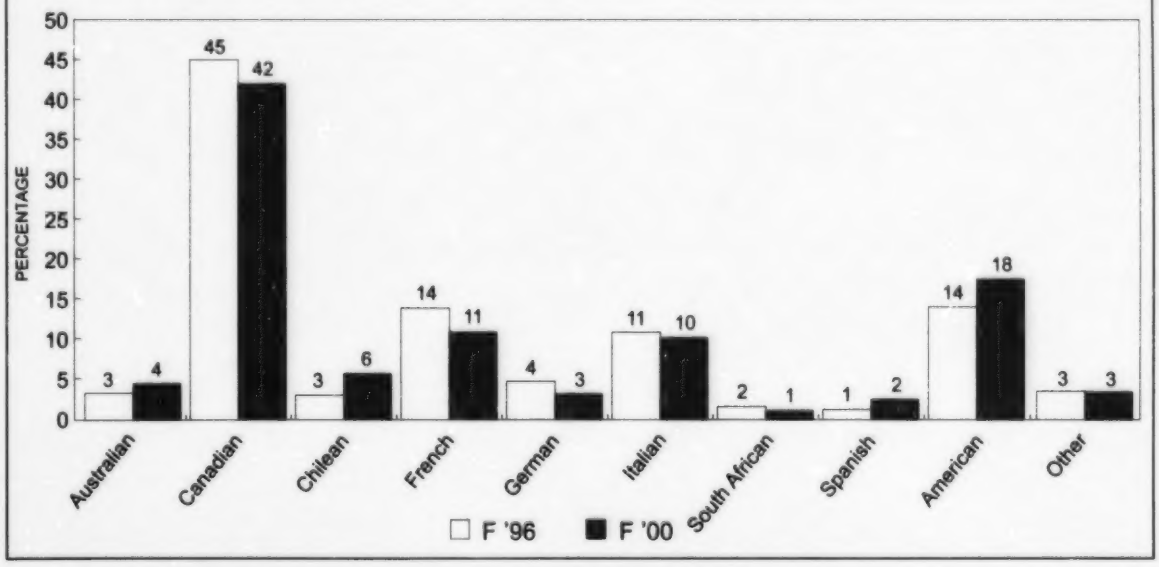
PER CAPITA CONSUMPTION: MANITOBA (LITRES)

	Beer	Spirits	Wine	Coolers/ Ciders
1996	60.8	5.6	**4.7**	1.0
1997	60.0	5.6	**4.8**	1.1
1998	60.7	5.6	**4.9**	1.3
1999	60.6	5.6	**5.1**	1.6
2000	60.0	5.6	**5.5**	1.7

SOURCE: STATISTICS CANADA MATRICES 6367-6379. BASED ON TOTAL POPULATION AS OF JULY 1 OF EACH YEAR.

CANADIAN WINES A POPULAR FAVOURITE IN MANITOBA

MLCC WINE SALES BY COUNTRY OF ORIGIN



4

REGULATORY CONTROL: Education & Prevention

NUMBER OF SPORTS FACILITIES JUMPS 60%

NUMBER OF HOTEL REGISTRATIONS & LICENCES IN MANITOBA

Class of Licence	1996	1997	1998	1999	2000
Hotel Registration	325	325	324	323	**324**
Retail - *Beer Vendor*	305	303	302	301	**301**
- *Brewers' Retail*	1	1	2	2	**2**
- *Sacramental Wine*	4	4	3	3	**3**
Beverage Room	293	293	292	291	**286**
Dining Room	1,083	1,068	1,069	1,085	**1,110**
Transportation	15	17	19	19	**20**
Cocktail Lounge	382	390	393	403	**419**
Cabaret	16	17	19	19	**21**
Spectator Activities	27	30	33	37	**39**
Private Club	238	249	256	260	**265**
Canteen	40	37	23	19	**19**
Sports Facility	87	99	115	132	**139**
Manufacturer's	49	42	44	49	**53**
TOTAL:	2,865	2,875	2,894	2,943	**3,001**

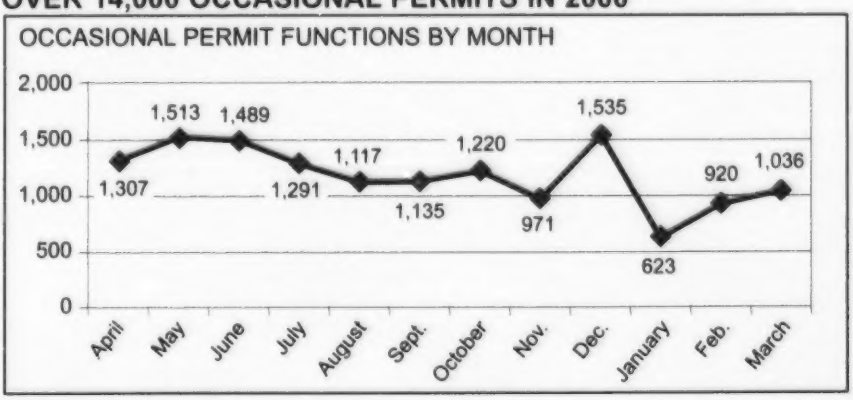
SOME PREMISES HOLD MORE THAN ONE LICENCE. THE ACTUAL NUMBER OF LICENSED PREMISES IS 1,604 IN 2000, UP FROM 1,505 IN 1996.

THE REGULATORY FUNCTION OF THE MLCC IS LARGELY CARRIED OUT BY TWO DEPARTMENTS, LICENCES & PERMITS AND INSPECTION SERVICES.

Both departments conduct educational seminars, explaining and clarifying changes to *The Liquor Control Act* and regulations as well as Commission policies. They also assist those interested in obtaining a liquor licence.

OVER 14,000 OCCASIONAL PERMITS IN 2000

F2000 was an interesting year in that the number of occasional permits issued increased slightly for the first time in recent years. The number of permits issued reached 14,157 up from the 14,076 issued last year. Additional fees for sale permits increased 1.5% to $879,000.

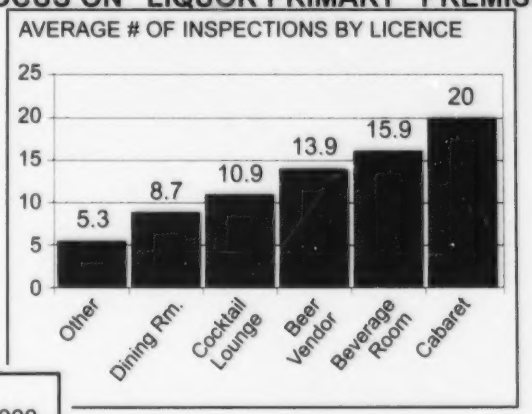


INSPECTION SERVICES, WITH OFFICES IN WINNIPEG, BRANDON, DAUPHIN AND THOMPSON, FOCUS THEIR ATTENTION ON EDUCATION AND PREVENTION.

Staff members are responsible for the inspection of licensed premises and occasional permit functions. They also investigate and report on complaints and determine whether there were infractions of *The Liquor Control Act.*

Inspectors play a key role in promoting social responsibility messages, or what the MLCC calls "alcohol education".

FOCUS ON "LIQUOR PRIMARY" PREMISES



FLUCTUATIONS EXPECTED YEAR TO YEAR

INSPECTIONS, INVESTIGATIONS AND EDUCATIONAL SEMINARS

	1996	1997	1998	1999	2000
Licensed Premises					
Inspections	26,309	26,301	25,029	24,692	25,782
Investigations/final inspection of premises	694	666	610	622	799
Education sessions	281	297	317	254	176[1]
TOTAL	27,284	27,264	25,956	25,568	26,757
Occasional Permits					
Inspections- prior to issue	1,460	1,417	1,377	1,246	1,031
Inspections- event in progress	2,584	2,625	2,422	2,424	2,030
Inspections- new halls	19	7	10	13	76
Education sessions	265	359	317	272	164[2]
TOTAL	4,328	4,408	4,126	3,955	3,301
General & public concern investigations	1,217	1,421	1,571	1,652	1,221[3]

[1]INSPECTORS NOW FACILITATE A CERTIFIED COURSE FOR SERVERS. A RESPONSIBLE SERVER PROGRAM, "IT'S GOOD BUSINESS", HAS RESULTED IN MORE DETAILED, BUT FEWER, TRAINING SESSIONS.

[2]STAFF VACANCIES IN RURAL DISTRICTS AFFECTED BANQUET HALL PRESENTATIONS.

[3]THE DROP IN NUMBER REFLECTS A CHANGE IN RECORDING PROCEDURE.

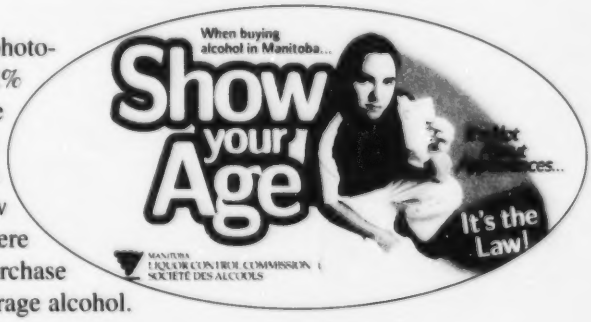
FLUCTUATIONS IN THE YEAR-TO-YEAR NUMBER OF INSPECTIONS ARE TO BE EXPECTED GIVEN THE NATURE OF THE ROLE OF THE INSPECTOR.

SPECIAL EVENTS, FESTIVALS AND CHANGE IN ESTABLISHMENT FOCUS, ARE JUST SOME OF THE FACTORS THAT AFFECT THE OPERATION OF A LICENSED PREMISES.

DISCIPLINARY ACTION

	'96	'97	'98	'99	'00
Licensees					
Suspensions	22	30	31	21	25
Total days suspended	84	111	77	48	70
Warnings/other action	38	59	82	76	100
Permitee/Hall Owners					
Suspensions of permit privileges	23	6	15	8	12
Warnings	40	14	22	12	16

The Licences & Permits Department issued 4,081 photo-identification cards in 1999/2000. This represents a 13.2% increase over Fiscal 1999. Of these applications, 599 were investigated by Inspection Services as to authenticity. In Fiscal 2000, the MLCC launched a new awareness program with other retailers and licensees. Through "Show Your Age" materials and promotions, customers were encouraged to keep their ID handy when they purchase beverage alcohol.



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chair's message

MEDIA RELEASE

February 28, 2000

CULTURE, HERITAGE AND TOURISM MINISTER ANNOUNCES BOARD OF MLCC

Diane McGifford, Minister of Culture, Heritage and Tourism, today announced the appointment of seven people to the Board of Commissioners for the Manitoba Liquor Control Commission (MLCC).

"The individuals being appointed to the MLCC Board of Commissioners today possess a wide range of skills and experience in retail, marketing, distribution, human resource management, legal and accounting activities," McGifford said. "I am confident this group will contribute greatly to ensuring MLCC meets its mandate."

The appointments are as follows:

Carmen Neufeld	CHAIR - co-owner of Frontline Associates
Bernard Christophe	VICE CHAIR - President and CEO of United Food and Commercial Workers (UFCW) Local 832.Vice-chair, Manitoba Pension Commission
Ed Azure	community facilitator, Burntwood RHA, previously employed with Medicine Lodge Nelson House
Les Crisostomo	former correctional officer, operations officer and administrative officer with the provincial Corrections and Community Services
Fran Frederickson	general insurance broker, chair of local school division, small business partner
Garry Hammerback	business owner/operator, former marketing representative
Maria Moore	member of Swampy Cree Tribal Council, business owner

"At the same time as I welcome new members, I would like to thank retiring members for having contributed to the organization," McGifford said.

Outgoing members are: Grant Holmes (Chair), Dianne Lambert (Vice-Chair), Sally Harrison, Wes Goodspeed, Joyce Buffie, Harvey Scrivener, and Duane LaCoste.

"I look forward to the leadership this new group of talented and experienced people will bring to the Commission," said McGifford.

-30-

The mission of the MLCC is to promote the safe, healthy and responsible use of beverage alcohol products, thereby generating revenues for the Province.

I am honoured to have been chosen to serve as the Chair for the MLCC. On behalf of my Vice Chair, Bernard Christophe and the Board of Commissioners, I look forward to meeting the challenges of the position.

CARMEN NEUFELD, CHAIR

This is an exciting time in the life of the MLCC. Diane McGifford was appointed as the Minister Responsible for *The Liquor Control Act* and within months she had announced a public review of the Act regulating the sale, distribution and purchase of beverage alcohol in Manitoba.

1999/2000

The MLCC has a responsibility to give customers the information they require to choose appropriate beverage alcohol products and to educate Manitobans about the hazards of drinking to excess. We have the legislated responsibility to ensure that alcohol is sold on a controlled basis so as to manage its impact. Total prohibition of beverage alcohol leads to illicit trading. Responsible sales and public education lead to a "sip and savour" consumption of our products.

Our commitment to the people of Manitoba includes a strong commitment to ongoing promotion of social responsibility.

The MLCC collaborates with industry associations like the Manitoba Hotel Association, Manitoba Restaurant Association and the Manitoba Liquor Vendors Association and community services groups like the Addictions Foundation of Manitoba, Manitoba Non-Potable Abuse Committee, Mothers Against Drunk Driving and Teens Against Drinking & Driving so that together we can alleviate the effects of the misuse of alcohol.

Our long-standing relationship with the AFM, MHA, MRA and MPI on a responsible server

training initiative is linked to a Designated Driver program. "It's Good Business" provides tools to help ensure licensees and their staff sell and serve beverage alcohol in a safe and responsible manner.

Education and prevention are MLCC watch words. Inspection Services staff monitor licensed premises and retail outlets to ensure that only those who should be served are served. We believe in the power of education. Last year Inspection Services employees conducted over 26,000 inspections, visits and seminars involving licensed premises last year.

The MLCC has a working committee of employees from all departments who discuss ways and means of raising awareness of responsibility issues. This Alcohol Education Committee then works with other community-minded organizations, who have "in-the-field" experience for the development, promotion and distribution of literature, videos, and other materials promoting the safe use of beverage alcohol as a healthy lifestyle choice.

I look forward to the year ahead and in particular the completion of the first comprehensive review of the Act since 1981.

Carmen Neufeld

Roughly 40 per cent of MLCC earnings are returned to the Province. Under the MLCC structure prices are consistent across the province. A customer can choose from a wide range of products with the same price tag no matter whether she lives in Winnipeg, Morden or Churchill.

This chart indicates the breakdown of costs on a standard bottle of **Canadian whisky** sold in any of Manitoba's retail outlets:

Where does your dollar go?

Dollar breakdown for a standard 750 ml. of Canadian Whisky

Provincial Sales Tax **6¢**

Environment Protection and WRAP Taxes **1¢**

MLCC **53¢**

GST **6¢**

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Supplier's Share **18¢**

chair's message

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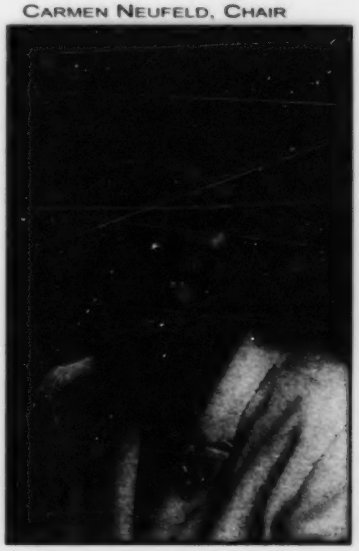

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president & ceo's message

IAN WRIGHT, PRESIDENT & CEO

This year over $156.3 million was returned to the Province to benefit the people of Manitoba. This marks an increase of 3% over last year.

We take our role in the economy seriously and guard the public's assets with vigor. In addition to an annual review by external auditors, our Internal Audit team assists MLCC employees to ensure that processes continue to make sense within the demands of today's marketplace.

In F'2000, the MLCC enhanced strategies to make better use of technology, providing people more effective tools to do their jobs and helping to improve efficiencies of operation. At the end of the fiscal year, operating expenses were held to 9% of revenues.

Yet, the financial numbers only tell part of the story. I want to talk a bit about the planning and effort that went on behind the scenes.

PEOPLE

We believe that to be successful, we must work to ensure that we have friendly, outgoing, well-trained employees who work in a positive environment. We trust that our employees will feel good about working for an organization committed to serving the customer and community well.

Our Human Resources department provides access to training in a variety of areas including technology, product knowledge, management and communication skills. The demands of responsible service are of prime importance and our training includes issues such as refusing sale to minors and intoxicated persons.

STORES

Every time you shop at an MLCC Liquor Mart you help decide which brand of beer, wine and spirits is going to be a regularly stocked item. In addition to product sales information, we also carry out tastings, interview customers and study new marketing trends in Manitoba and beyond.

The MLCC has more than 2,600 listings in its product range (including over 1,500 wines, 770 spirits and 330 brands of beer, coolers & ciders) and every Liquor Mart provides a selection to satisfy neighbourhood preferences.

Product quality is checked regularly. MLCC's Quality Control Dept. carries out random checks to ensure quality is being maintained.

LICENCES, PERMITS, INSPECTION & EDUCATION

Our staff in Inspection offices in Winnipeg, Brandon, Dauphin and Thompson are responsible for the inspection of licensed premises and occasional permit functions. They also investigate and report on complaints and determine whether there were infractions of *The Liquor Control Act*.

The focus is on education and prevention versus detection and punishment. We work with industry representatives as well as individual owners/operators, encouraging the prevention of new problems or the recurrence of old ones. Comprehensive training is offered to licensees and their staff throughout the year. A "Licensee Field Manual" provides each owner/operator with a guide to the day-to-day operations of a licensed establishment.

Our Licences and Permits department also works within the communities of Manitoba. We renew and issue approximately 3,000 licences and 14,200 occasional permits each year. We've recently initiated an internal study of our Licensing and Permits operations to make sure we're serving our customer needs.

The MLCC made headlines in 1999/2000:

- The summer began with the Pan Am Games and an opportunity to profile the people and places of Manitoba. The number of celebrations at hospitality sites and sporting venues

made for a busy time for MLCC employees in Inspection Services and Licences & Permits.

- In the fall of 1999/2000, we launched a new photo identification program for retail outlets and licensed premises across the province. "Show Your Age. It's Not About appearances...It's the Law!" asks customers to ensure they have valid ID in hand before purchasing alcohol.
- In December, we joined together with the Winnipeg Christmas Cheer Board in a special auction and raffle of three jeroboams (three-litre bottles) of Dom Perignon. The in-store raffle and on-line auction helped to raise $3,000 for the holiday season food bank.
- Y2K preparations averted any serious problems with MLCC technology. The thorough investigations of our Technology Services department and cross-functional teams did discover some potential concerns with some of our business partners. Their thorough testing and response meant for a smooth transition to 2000.
- In March 2000, we launched "Gift Express" an on-line gift catalogue available at the MLCC website. Now with a click of the mouse, your daughter-in-law in BC can send a bottle of Manitoba's own Crown Royal right to your home in Fort Garry.

  Gift Express can be found on our website, www.liquormartsonline.com, which registered over 21,000 viewers a quarter. The site has taken a definite commercial focus as the majority of visitors continue to come to us for product information.
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- We had also introduced the "Gold Medal Trials", a series of seven evening demonstrations in the Grant Park Liquor Mart Education Centre with Manitoba's Culinary Team. Manitobans were invited to sample the best of food and drink as the chefs prepared for international trials in Germany during the fall of 2000. Most of the series sold out and plans are in the works for a similar series in 2001.

The pages that follow highlight some of the year's accomplishments. I trust you will find them of interest.

Ian G. Wright

ANOTHER RECORD YEAR FOR MANITOBA

PROFIT & EXPENSE RATIO (IN THOUSANDS)
fiscal years ending March 31

	1996	1997	1998	1999	**2000**
Sales	$348,893	$352,327	$366,322	$379,929	**$393,535**
Gross Profit	170,298	171,021	176,767	182,312	**188,211**
Net Profit	142,674	144,176	149,432	151,710	**156,304**
Other Revenue	2,936	2,987	3,434	5,299	**5,452**
G & A Expenses	28,860	29,747	30,482	35,238	**36,398**
Fixed Assets & Depreciation	1,700	85	287	663	**961**
Gross Profit as % Sales	48.8%	48.5%	48.3%	48.0%	**47.8%**
Net Profit as % Sales	40.9%	40.9%	40.8%	39.9%	**39.7%**
G & A Expenses as % Sales	8.3%	8.4%	8.3%	9.3%	**9.2%**

NOTE: Effective April 1, 1996, MLCC adopted a policy of capitalizing and depreciating fixed assets. Prior to April 1, 1996, fixed assets were charged to operations in the year of acquisition.

made for a busy time for MLCC employees in Inspection Services and Licences & Permits.

- In the fall of 1999/2000, we launched a new photo identification program for retail outlets and licensed premises across the province. "Show Your Age. It's Not About appearances...It's the Law!" asks customers to ensure they have valid ID in hand before purchasing alcohol.
- In December, we joined together with the Winnipeg Christmas Cheer Board in a special auction and raffle of three jeroboams (three-litre bottles) of Dom Perignon. The in-store raffle and on-line auction helped to raise $3,000 for the holiday season food bank.
- Y2K preparations averted any serious problems with MLCC technology. The thorough investigations of our Technology Services department and cross-functional teams did discover some potential concerns with some of our business partners. Their thorough testing and response meant for a smooth transition to 2000.
- In March 2000, we launched "Gift Express" an on-line gift catalogue available at the MLCC website. Now with a click of the mouse, your daughter-in-law in BC can send a bottle of Manitoba's own Crown Royal right to your home in Fort Garry.

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the driving force...

MISSION STATEMENT

To promote the safe, healthy and responsible use of beverage alcohol products, thereby generating revenues for the Province.

CORPORATE VALUES

Moderation *(promoting responsible use as a way of life)*

Focus on Results *(getting the job done)*

Integrity and Fairness *(nurturing respectful business relationships)*

Quality Service *(caring for our customers, suppliers and one another)*

Continuous Improvement *(moving ahead in everything we do)*

Importance of People *(fostering a positive workplace that builds teamwork, mutual respect & encourages individual development)*

Together with the Strategic Framework, this driving force serves as a kind of roadmap to the future, outlining the major objectives and long term actions we intend to take.

the strategic framework...

THE MLCC'S STRATEGIC FRAMEWORK CONTAINS THE ORGANIZATION'S BROAD OBJECTIVES AND LONG-TERM SPECIFIC ACTIONS. THIS FRAMEWORK WAS DEVELOPED BY THE BOARD OF COMMISSIONERS AND MLCC EXECUTIVE IN CONJUNCTION WITH A WIDE RANGE OF STAKEHOLDERS INCLUDING EMPLOYEES, THE HOSPITALITY AND BEVERAGE ALCOHOL INDUSTRIES AS WELL AS SOCIAL RESPONSIBILITY GROUPS AND PROVINCIAL GOVERNMENT REPRESENTATIVES.

THE NINE MAJOR GOALS OR "KEY RESULTS AREAS" (KRA) ARE ADDRESSED BY "GENERAL OBJECTIVES" WITH DETAILS PROVIDED THROUGH "SPECIFIC ACTIONS".

In F'2000, the MLCC enhanced its commitment to balancing economic goals with social responsibilities, continued to follow the practice of improved performance reporting, and developed and implemented key performance indicators in a balanced approach to the implementation of the Strategic Framework. Specific details follow:

KEY RESULT AREA:

1 Achieve Specific Profit Objectives & Key Performance Indicators

GENERAL OBJECTIVE:

The MLCC is to continue to be an important contributor to Manitoba's general revenues through the control and sale of beverage alcohol products.

ACTIONS TAKEN

- Identified key performance measures and benchmarking opportunities.
- Led the development and implementation of a replacement store accounting system.
- Reduced manual effort, increased efficiency in controls, produced more timely and accurate information and consolidated current reports.
- Surpassed inventory turnover goal of 8.1 reaching 8.5 by the end of the year.
- Maintained case shipments from the Distribution Centre at over 30 cases per staff hour, while servicing five new specialty wine stores.
- Streamlined occasional permit process. Benefits to the customer included the deletion of some restocking fees and some administrative requirements (customers no longer need to provide sample social tickets or event confirmation letters from community clubs). Customers can now make returns on debit/credit cards and receive occasional permits for "no-sale" functions at their local Liquor Mart.

2 Broaden Alcohol Education Activities & More Efficiently Implement Them

GENERAL OBJECTIVE:

We want to expand and improve the effectiveness of programs to discourage abuse of beverage alcohol, but also to encourage responsible use. Excessive consumption is associated with a variety of health, social, economic and safety risks to individuals and the public; while moderate use has documented health benefits. Alcohol policies and alcohol education must be based on the best available research. This will help create a reasonable balance between public control, industry self-regulation, individual responsibility and the enjoyment of these products.

ACTIONS TAKEN

- Enhanced responsible consumption program with licensees and retailers. "Live Life to the Max Please Drink Responsibly" uses informative posters and coasters to reach customers:
  - Produced summer materials with Lifesaving Society to complement winter program (also participated in a national poster program with Lifesaving Society to reach boatowners);
  - Distributed materials to licensees, liquor vendors, specialty wine stores and Liquor Marts across the province; and
  - Supported licensees' long-weekend promotion, encouraging customers to drink responsibly and use designated driver programs.

- Strengthened support of FAS/FAE awareness initiatives:
  - With the assistance of the AFM, distributed FAS warning signs to licensees and retailers;
  - Supported Children & Youth Secretariat (FAS/FAE Pan Prairie Conference); and
  - Assisted the Fetal Alcohol Family Association in its efforts to raise awareness through panel presentations to parents, schools and community groups.
- Distributed the AFM's "Low Risk Drinking" materials to MLCC employees and public course participants.
- Improved "It's Good Business" — a responsible server program for licensed establishments:
  - Increased the number of qualified facilitators to include all liquor inspectors; and
  - Rejuvenated the Designated Driver program including new signage.
- Partnered with Winnipeg Police Service, Manitoba Public Insurance (MPI), CKY TV and Manitoba Moose to develop the "No Time to Say Goodbye" video. This poignant "don't drink and drive" video is shown to drivers' education students.
- Supported a national conference of the Non-Potable Alcohol Abuse Coalition along with the Manitoba Pharmaceutical Association, Winnipeg Police Service and AFM. Included the development of a video, "The Fragile", aimed at educating youth on the harmful effects of non-potable products.
- Joined with various Teens Against Drinking and Driving (TADD) groups to promote November's Addictions Awareness Week:
  - School students across the province coloured responsible use messages on Liquor Mart bags.
- Inspectors conducted Safe Grad presentations throughout the year at Manitoba high schools, often with representatives of the Manitoba Association of School Trustees. The MLCC supports Safe Grad efforts to ensure that minors do not consume alcohol and that plans include safe rides home. The information booklet "How to Plan a Safe Grad" was revised and mailed to schools, Liquor Marts and liquor vendors.
- Revitalized occasional permit training. Created "Planning a Social Event" brochure.
- Continued to support programs promoting healthy lifestyle choices. Participated in Operation Red Nose, Homefree, the Reh-Fit Healthy Living awards, Last Drink Project and Municipal Alcohol Policy.
- MLCC staff continued to serve on community service committees such as: Responsible Server, MADD, Safe Grad/TADD, Manitoba Addictions Awareness Week, Non-Potable Alcohol Abuse, Thompson Crime Prevention, Manitoba Road Safety, and Downtown Winnipeg BIZ.

3 Strengthen the Commercial Orientation of the MLCC

GENERAL OBJECTIVE:

The desire is to allow the market greater influence over management decisions and store operations. Consequently, the Commission will conduct all its operations in a consumer-oriented and business-like manner. The Commission will also make the promotion of moderate consumption core to all its activities.

ACTIONS TAKEN

- Continued to review the effectiveness of the corporate employee recognition program.
  - Awarded 82 individual and 40 team awards through the Superior Talents And Reward (STAR) program.
  - Used a Professional Shop process to measure the success of employee training on such issues as recognizing the signs of intoxication, checking ID and responding to customer queries. A total of 112 employees scored 95% or better on last year's reports. These employees were nominated for STAR awards.
- Launched a new proof of age program "Show Your Age. It's Not About Appearances... It's the Law!", for use in licensed establishments, Liquor Marts, liquor vendors and specialty wine stores. Customers who look 25 years of age or younger are to provide valid photo-ID before being served or sold liquor.
- Partnered with a variety of community groups to increase product knowledge and raise awareness of the benefits of responsible consumption including:
  - Pan Am Games Society, Winnipeg Goldeyes, Winnipeg Blue Bombers, Manitoba Moose, Winnipeg Symphony Orchestra New Music Festival, Folklorama, Winnipeg Folk Festival, MTC Fringe Festival, Dragon Boat Races, Manitoba Special Olympics Evening of Fine Taste, and Scott Tournament of Hearts. Various community festivals also receive support from their local Liquor Mart.
- Added an on-line gift catalogue, Gift Express, to the website (www.liquormartsonline.com). Home delivery staff were trained on key issues such as checking cus-

tomer identification and ensuring the customer is not intoxicated.

- Introduced an electronic newsletter. Customers can subscribe to "Sip 'N' Savour" through the website.
- Y2K investigations successfully prevented potential technological problems.
- Began developing a Universal Product Code plan to enhance information systems. Conversion of brand database and purchasing systems was begun to add UPC to the MLCC systems. This is the first step towards the use of bar codes for purchase orders and scanning at the check-out.
- Reviewed and revised the Specialty Wine Store operating guidelines:
  - Renewed initial four stores operating agreements to 2005.The five stores which were approved in December 1999, have their operating agreements to 2004 with a five-year option to 2009.
  - Streamlined the processing of orders for wines not carried by the MLCC.

4 Improve Customer Service & Operations

GENERAL OBJECTIVE:

The principal objective is to increase service quality to the retail customer, thereby achieving both greater public approval of the operations of the Commission and, over time, increased revenue. Better service must include better, more attractive stores as well as new retailing concepts.

ACTIONS TAKEN

- Continued to develop centralized and automated licensing, permits and inspection data.
- Introduced wireless credit and debit technology for home delivery service.
- Evaluated product assortment strategy, considering store and Distribution Centre capacity, seasonal listings and use of core/basic/fringe classification system:
  - Completed assortment planning in the "beer" category and started specialty listing.
- Reconfigured several stores:
  - Expanded sales area, fixtures and customer check out area in Lac du Bonnet and Minnedosa.
  - Added a "beer room" to the Hargrave and Ellice store and altered fixture layout.
  - Expanded St. Vital Liquor Mart to include a specialty beer kiosk, wine corner and open design sales area.
  - Opened a store in the Tuxedo Shopping Centre. This new concept store features a boutique-style atmosphere.
  - Relocated Grant Park Liquor Mart. Added a demonstration kitchen (Education Centre) and a beer room, expanded the fine wine boutique and opened the sales area. The Education Centre showcases the skills and expertise of MLCC Product Consultants and the flexibility of product on store shelves. Public and private sessions are scheduled throughout the year to profile a responsible approach to food and drink.
- Completed an Energy Conservation Retro-fit of Head Office. Improved lighting, environmental systems and building envelope. Annual utilities cost savings expected to be greater than $50,000.

5 Enhance Service to Rural Manitobans

GENERAL OBJECTIVE:

The principal goal is to improve service to rural Manitobans by improving the product selection available, enhancing product knowledge and providing a better shopping environment. We intend to more actively cooperate with the Manitoba Liquor Vendors Association to address the problems of poorly performing outlets and upgrade private liquor vendors. In general, we wish to support the best operators more efficiently.

ACTIONS TAKEN

- Worked to improve service to Manitobans in smaller communities based primarily on the findings of a customer study:
  - Provided product training, local advertising, samplings, and marketing information.
- Developed a new Liquor Vendor Operating Agreement replacing an outdated document with a modern franchise agreement which clearly defined expectations for both the operator and the MLCC.
- Restructured the liquor vendor compensation system. Changes in payment terms and commissions allowed vendors to carry a wider assortment and a higher level of inventory to better satisfy customer wants.

6 Strengthen Commercial Relationships with Suppliers

GENERAL OBJECTIVE:

The aim is to minimize the Commission's involvement in those aspects of the marketplace which are normally the responsibility of the supplier, so that normal retail market activities of pricing, promotions and selection can be conducted by suppliers in a socially responsibly manner.

The MLCC recognizes that greater long term commercial success, as well as a stronger role in achieving social responsibility goals, requires partnerships with major brands. At the same time, the Commission will take steps to minimize the downside risk to the Province's revenue and to continue providing Manitobans with the widest possible selection at the best possible value.

ACTIONS TAKEN

- Completed a series of commercial customer surveys with industry Marketing Representatives.
- After consultation with the Manitoba Wine and Spirits Association, changes were made enhancing logistics management and focus on brand management.
- Revised discount structure for Marketing Representatives' promotional sampling.
- Replaced annual registrations with tri-annual requirement.

7 Enrich Support for Licensees

GENERAL OBJECTIVE:

The objective is to institute policies and procedures which assist licensees by providing a higher level of customer service appropriate to a wholesale purchaser. At the same time, the control aspect of the Commission's mandate must be continuously improved so that public safety is not compromised (e.g. drinking and driving).

ACTIONS TAKEN

- Conducted a review of discount structures for wholesale customers. Review included national comparisons and impacts of change on profitability.
- Continued efforts to maximize the number of licensees and liquor vendors ordering through the MLCC on-line ordering system, ATLAS. The target of qualified customers is estimated at 600. Over 400 customers were registered by year-end.
- Customers provided access to an electronic funds transfer (EFT) system. EFT provides licensees with an easy method of payment and the added benefit of terms.

8 Modernize Regulations & Policies

GENERAL OBJECTIVE:

Build a control climate which will allow optimum hospitality industry reinvestment, job creation and enhanced tourism, while respecting the need to promote responsible use and minimize abuse.

ACTIONS TAKEN

- Worked with US control state jurisdictions and Canadian liquor jurisdictions to compile a list of significant Act, Regulation and Policy issues.
- Established a framework for Best Practices.
- Planned to provide support to public review of *The Liquor Control Act* to launch in 2000/2001.

9 Improve Organizational Health

GENERAL OBJECTIVE:

Create a working environment which allows people to excel in a modernized MLCC thereby achieving effective implementation of plans and programs.

ACTIONS TAKEN

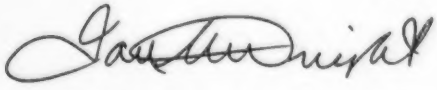
- Conducted 317 educational sessions with 1,817 participants totalling almost 16,700 hours of training.
- Continued to enhance the product consultant position through increased training and more public exposure.
- Developed a benefits manual for part-time employees.
- Developed and implemented a Store Manager Development program. The program consists of four components incorporating "on the job" training, internal and external seminars and formal post secondary courses. Through a partnership with the University of Manitoba, trainees will now receive a certificate in Applied Management: Retail Management (MLCC).
- Developed and implemented a revised performance management system aligned with the Strategic Framework.
- Reviewed security systems and upgraded as required.

The Liquor Control Commission

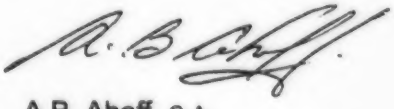
MANAGEMENT REPORT

The accompanying financial statements are the responsibility of Management and have been prepared in accordance with the accounting policies disclosed in Note 2. In Management's opinion, the financial statements have been properly prepared and of necessity, include some amounts based upon Management's best estimates and judgements.

As Management is responsible for the integrity of the financial statements, Management has established systems of internal control to provide assurance that assets are properly accounted for and safeguarded from loss.



I.G. Wright
President &
Chief Executive Officer



A.B. Ahoff, C.A.
Vice President, Finance &
Licensing

AUDITORS' REPORT

To the Board of Commissioners

The Liquor Control Commission

We have audited the balance sheet of The Liquor Control Commission (an agency of the Government of the Province of Manitoba) as at March 31, 2000 and the statements of income and cash flows for the year then ended. These financial statements are the responsibility of The Liquor Control Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Liquor Control Commission as at March 31, 2000 and the results of its operations and its cash flows for the year then ended in accordance with generally accepted accounting principles.

Grant Thornton LLP

Grant Thornton
Chartered Accountants

Winnipeg, Canada
May 10, 2000

M121

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The Liquor Control Commission

Statement of Income

(In Thousands)

Year Ended March 31

	2000	1999
Sales	$393,535	$379,929
Cost of Sales	205,324	197,617
Gross profit	188,211	182,312
Other income (Note 5)	5,452	5,299
	193,663	187,611
General and administrative expenses (Note 6)	36,398	35,238
Operating profit before depreciation	157,265	152,373
Depreciation (Notes 2 & 7)	961	663
Net profit paid or payable to the Province of Manitoba	$156,304	$151,710

See accompanying notes to the financial statements.

The Liquor Control Commission

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See accompanying notes to the financial statements.

The Liquor Control Commission

Balance Sheet

(In Thousands)
March 31

	2000	1999
Assets		
Current		
Cash on hand and in banks	$ 7,307	$ 2,813
Accounts receivable - Province of Manitoba	1,375	1,375
Accounts receivable - claims and other	929	1,000
Inventory (Note 4)	15,794	13,980
Prepaid expenses and supplies	563	702
	25,968	19,870
Fixed assets (Note 7)	4,972	3,879
Long term commitments - Province of Manitoba	39,961	38,257
	$ 70,901	$ 62,006
Liabilities		
Current		
Accounts payable - trade and other	$ 10,371	$ 11,824
Goods and services tax payable	939	882
Manitoba retail sales tax payable	837	795
Net profit payable to the Province of Manitoba	13,504	5,010
Environmental protection tax payable	107	110
Deferred licence fees	521	521
	26,279	19,142
Long term		
Provision for employee pension benefits	36,797	35,093
Provision for retirement allowances	3,325	3,271
Non-interest bearing working capital advance provided by the Province of Manitoba	4,500	4,500
	$ 70,901	$ 62,006

Approved on behalf of the Commission:

CHAIR

PRESIDENT, CHIEF EXECUTIVE OFFICER

VICE-PRESIDENT FINANCE & LICENSING

See accompanying notes to the financial statements.

The Liquor Control Commission

Statement of Cash Flows

(In Thousands)

Year Ended March 31

	2000	1999
Increase (decrease) in cash on hand and in banks		
Operating Activities:		
Cash receipts:		
Sales - spirits, wine, coolers/ciders and beer	$393,535	$379,929
Annual and supplementary licence fees & other	3,647	523
Goods and services tax	27,722	26,718
Manitoba retail sales tax	11,599	11,126
Environmental protection tax	1,529	1,469
	438,032	419,765
Cash disbursements:		
Purchases - merchandise, federal duty, excise and sales taxes, etc.	207,637	198,393
General and administrative expenses	35,337	29,839
Goods and services tax	27,665	26,719
Manitoba retail sales tax	11,557	11,041
Environmental protection tax	1,532	1,459
	283,728	267,451
Net cash available from operating activities	154,304	152,314
Investing Activities:		
Acquisition of fixed assets	(2,013)	(2,750)
Increase in holdbacks payable	13	1
Net cash used for investing activities	(2,000)	(2,749)
Net cash available for transfer	152,304	149,565
Transfers to Province of Manitoba:		
Current year's net profit	142,800	146,700
Prior year's net profit	5,010	2,932
	147,810	149,632
Increase (decrease) in cash	4,494	(67)
Cash on hand and in banks, beginning of the year	2,813	2,880
Cash on hand and in banks, end of year	$ 7,307	$ 2,813

See accompanying notes to the financial statements.

The Liquor Control Commission

Balance Sheet

(In Thousands)
March 31

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Current		
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The Liquor Control Commission

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Cash on hand and in banks, beginning of the year	2,813	2,880
Cash on hand and in banks, end of year	$ 7,307	$ 2,813

See accompanying notes to the financial statements.

The Liquor Control Commission

Schedule of Sales, Cost of Sales and Gross Profit

(In Thousands)

Year Ended March 31, 2000

	Spirits	Wine	Coolers/ Ciders	Beer	Total
Sales					
Stores	$101,074	$ 39,994	$ 5,411	$ 18,563	$165,042
Liquor vendors	28,274	4,683	1,558	2,723	37,238
Licensees	22,419	3,421	1,453	153,687	180,980
Specialty wine stores	-	9,966	309	-	10,275
Total sales for 2000	**$151,767**	**$ 58,064**	**$ 8,731**	**$174,973**	**$393,535**
Total sales for 1999	$147,998	$ 52,092	$ 8,329	$171,510	$379,929
Cost of Sales					
Total cost of sales for 2000	**$ 60,515**	**$ 27,300**	**$ 4,631**	**$112,878**	**$205,324**
Total cost of sales for 1999	$ 58,101	$ 24,252	$ 4,421	$110,843	$197,617
Gross profit for 2000	**$ 91,252**	**$ 30,764**	**$ 4,100**	**$ 62,095**	**$188,211**
Gross profit for 1999	$ 89,897	$ 27,840	$ 3,908	$ 60,667	$182,312
Gross profit as a percentage of sales for 2000	**60.1%**	**53.0%**	**47.0%**	**35.5%**	**47.8%**
Gross profit as a percentage of sales for 1999	60.7%	53.4%	46.9%	35.4%	48.0%

The Liquor Control Commission

Notes to the Financial Statements

(In Thousands)
March 31, 2000

1. NATURE OF ORGANIZATION

The Liquor Control Commission was formed in 1923 as an agency of the Government of Manitoba under the Government *Liquor Control Act*. The Commission's mandate is to purchase, sell and regulate alcoholic beverages; to determine locations for retail liquor outlets; to licence and regulate facilities used by the consuming public; to provide revenue to the Province from the activities of the Commission; and to do all such things necessary to effect the provisions of *The Liquor Control Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

a. Inventories of goods for resale are valued at cost.

b. Depreciation is provided on the declining balance basis at the following annual rates:

Automobiles	30%
Equipment & furnishings	20%
Paving	8%
Systems development	30%

Leasehold improvements are depreciated on a straight line basis over the remaining term of the lease or a minimum of five years.

c. Pension costs

Pension costs included in salaries, benefits and pension costs consist of the employer's share of pension benefits paid to retired employees, as well as the increase in unfunded pension liabilities during the fiscal year. This liability is determined actuarially every three years with the balances for the intervening years being determined by formula provided by the actuary. The most recent valuation was completed as at December 1998.

Based on the December 31, 1998 actuarial report, the Commission reassessed the accrual required for its unfunded pension. As a result of changes in the estimates as to the interest rate credited to obligations, and the rate of employer costs as a percentage of employee contributions, for the year ended March 31, 2000 a reduction in the provision for employee pension benefits, the related funding commitment from the Province of Manitoba, and a recovery of pension costs and revenue of $4,714 have resulted. This change has no effect on net earnings for the year.

d. Other income

Other income includes funding from the Province of Manitoba for the Commission's share of provisions provided for unfunded pension liabilities.

e. The Commission's financial instruments consist of cash, accounts receivable, amounts due to a related party and accounts payable. It is management's opinion that the Commission is not exposed to interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

3. CHANGE IN METHOD OF ACCOUNTING FOR PENSION LIABILITY AND EXPENSES

Effective April 1, 1999, the Commission changed to the accrual method of accounting for its unfunded pension liability. In prior years, the expense was charged to the earnings when incurred.

The Province of Manitoba has accepted responsibility for the unfunded portion of the pension liability. Accordingly, the provision of employee pension benefits is offset by a receivable from the Province of Manitoba. There are no terms of repayment for this receivable.

The March 31, 1999 figures have been restated to provide comparative information for the provision for the employee pension benefits, the corresponding receivable from the Province of Manitoba and pension costs.

4. INVENTORY

	2000	1999
In bond merchandise	$ 8,766	$ 7,157
Duty paid merchandise	7,028	6,823
	$15,794	$13,980

The amount of unpaid and unrecorded Customs and Excise duties on owned merchandise held in bond is approximately $2,700 at March 31, 2000 (1999 - $2,500).

5. OTHER INCOME

	2000	1999
Long-term funding commitments - Province of Manitoba	$ 1,704	$ 1,701
Occasional permits additional fees	879	866
Miscellaneous	872	814
Supplementary licence fees	739	704
Annual licence fees and licence application fees	589	585
Occasional permits	305	301
Administration charges	254	220
Border point fees	72	62
Specialty wine store fees	38	46
	$ 5,452	$ 5,299

6. GENERAL AND ADMINISTRATIVE EXPENSES

	2000	1999
Salaries, benefits, and pension costs	$23,019	$22,513
Leased premises - rentals (Note 8)	3,702	3,683
Advertising and promotions	1,133	810
Delivery charges	1,065	1,042
Utilities	977	958
Maintenance and repairs	945	1,136
Community support	755	689
Printing, postage and supplies	683	645
Bank charges	637	555
Equipment rentals (Note 8)	491	411
Grants in lieu of taxes	488	456
Health and post-secondary education tax levy	382	389
Informational programs	379	305
Professional fees	331	320
Miscellaneous	300	264
Protective services	272	251
Staff training	253	288
Travelling	165	161
Product analysis	165	133
Vehicle expenses	149	140
Crown Corporations Council levy	107	89
	$36,398	$35,238

7. DEPRECIATION/FIXED ASSETS

	Cost	Accumulated Depreciation	2000 Net Book Value	1999 Net Book Value
Leasehold improvements	$2,321	$ 328	$1,993	$1,008
Equipment and furnishings	2,352	691	1,661	1,565
Systems development	1,753	772	981	1,006
Automobiles	358	130	228	181
Paving	146	37	109	119
	$6,930	$1,958	$4,972	$3,879

8. LONG-TERM LEASES

a. The Commission leases its head office and 10 other buildings from the Government of the Province of Manitoba for the nominal sum of two dollars effective August 1, 1985 for a period of 99 years.

b. The Commission leases another 37 buildings. Leases have expiry dates ranging from 2000 to 2010.

The future minimum lease payments for each of the next five years and thereafter are as follows:

2001	$2,471
2002	2,100
2003	1,903
2004	1,711
2005	1,475
Thereafter	4,518

c. The Commission leases computer equipment. Leases on this computer equipment expire in 2003.

The future minimum lease payments for each of the years to the expiry of the lease contracts are as follows:

2001	$ 347
2002	232
2003	87

9. CONTINGENT LIABILITY

Legal action has been taken against the Commission by DFS Ventures contesting the Commission's right to collect markup on any liquor sold to DFS Ventures. The outcome of this action and the amounts involved are not determinable.

10. COMPARATIVE FIGURES

Prior year's comparative figures have been restated, where necessary, to conform with the presentation adopted for the fiscal year ended March 31, 2000.

Liquor Marts

The Commission's 45 Liquor Marts operate in the following areas:

Beausejour
Brandon:
- 10th and Victoria Avenue
- Brandon Shoppers Mall

Carman
Churchill
Dauphin
Flin Flon
Gimli
Killarney
Lac du Bonnet
Minnedosa
Morden
Neepawa
Pine Falls
Portage la Prairie
Roblin
Russell
Selkirk
Swan River
The Pas
Thompson
Virden
Winnipeg
- Charleswood, 3900 Grant
- Crestview Shopping Centre
- Dominion Shopping Centre
- Eastwinds Shopping Centre
- Eaton Place
- Fort Garry, 1235 Pembina Hwy
- Fort Richmond, 2855 Pembina Hwy
- Grant Park Shopping Centre
- Hargrave & Ellice
- Madison Square
- Main & Jefferson
- Main & Pritchard
- Northdale Shopping Centre
- Northgate Shopping Centre
- Portage & Ainslie
- Portage & Burnell
- Regent Park Shopping Centre
- River & Osborne
- St. Vital Square
- Southdale Shopping Centre
- Tuxedo Park Shopping Centre
- Tyndall Market Mall
- Winnipeg Square

Liquor Vendors

Liquor vendors are partners with the Manitoba Liquor Control Commission. By combining liquor sales with their existing business, these local entrepreneurs help to ensure their viability.

Alexander	Klassen's Food Mart Ltd.
Alonsa	Fashoway Cafe & Confectionery
Altona	Altona Cleaners Ltd.
Anola	Anola Lucky Dollar
Arborg	Arborg Pharmacy
Argyle	Brindley's
Ashern	Ashern Pharmacy
Austin	L & L Austin Solo
Baldur	Baldur Variety Store
Belmont	Belmont Hardware
Benito	Benito Pharmasave
Binscarth	DJ's Grocery & Meats
Birch River	Birch River Sporting Goods & Hardware
Bird River	Tall Timber Lodge Ltd.
Birds Hill	Birds Hill Store
Birtle	Birtle Midtown Convenience
Bissett	Bissett Variety Shop
Boissevain	Hazelwood Enterprises
Bruxelles	Marginet's Grocery & Hardware
Camperville	Clarkson's Grocery Corp.
CFB Shilo	Bx Shopping Centre
Carberry	Spud City Food Mart Ltd.
Cartwright	Cartwright Health Centre
Clandeboye	Clandeboye Store
Clearwater Lake	Wally's Place
Cranberry Portage	Streamer Hardware
Cypress River	Wytinck Foods
Deloraine	Myrna's Fabric Boutique
Dominion City	Sun Valley Co-op
Dugald	Dugald Convenience Store
Elgin	West Elgin Mall
Elie	Elie Grocery Store
Elkhorn	Twin Valley Co-op Ltd.
Elm Creek	Elm Creek Grocery
Elma	Lycar Solo
Emerson	Holly's Food & Hardware Ltd.
Erickson	Mountain Park Pharmacy
Eriksdale	Shop Easy Foods
Ethelbert	Lawlor's Economy Store
Falcon Lake	Falcon Lake Drugs Lumber One Building Supplies
Fisher Branch	Fisher Branch Health Centre
Fraserwood	Fraserwood Service
Garson	Garson Grocery Ltd.
Gilbert Plains	Gilbert Plains Pharmacy
Gillam	Chamdon Enterprises Ltd.
Gladstone	Gladstone Pharmacy
Glenboro	Glenboro Pharmacy
Glenella	Preisentanz's General Store
Glenora	Glenora Mall
Grand Marais	Grand Marais Village Store
Grand Rapids	Grand Rapids Esso
Grandview	Grandview Home Hardware
Great Falls	Great Falls Foods
Gypsumville	Rawluk's Grocery & Pro Hardware
Hadashville	Kiedyk's Convenience Store
Hamiota	Rawlings Home Hardware
Hartney	Hartney Variety Store
Hecla	Hecla Island General Store
Hodgson	Skibinski's General Store
Holland	Holland Home Hardware

Ile des Chenes	Ile Des Chenes Shopping Centre
Inglis	K & G Food Centre
Inwood	Inwood Food Town
Kelwood	Kelwood Store
Kenton	Houston's
Komarno	Komarno Quality Store
La Broquerie	Le Bon Ami
La Salle	Jeni's Food & Hardware
Lake Metigoshe	Jasper's Holiday Hills Resort
Langruth	Francombe's Food Centre
Laurier	Fosberry Foods
Leaf Rapids	Leaf Rapids Pharmacy
Lee River	Camp Hide-Away
Letellier	Gallant's Lucky Dollar
Lockport	Lockport Grocery
Lorette	Chez Heather Shop
Lundar	Lundar Pharmacy Ltd.
Lynn Lake	Clarke's Pharmacy
MacGregor	MacGregor Lo-Cost (1993)
Mafeking	Doan's General Store
Manitou	Manitou Pharmacy
Mariapolis	Pouteau Foods
McAuley	McAuley Country Grocery Co-op Ltd.
McCreary	Reischek's Pharmacy
Melita	Liquid World
Miami	Westaway's Pharmacy
Miniota	Andrew Agencies Ltd
Minitonas	Nemetchek Enterprises 1992
Minto	Community Market
Morris	Morris Super Variety
Moosehorn	Moosehorn Supply
Narrows	The Narrows General Store
Newdale	Parkway Insurance
Ninette	Jansen General Store
Notre Dame	Notre Dame Shopping Centre
Nutimik Lake	Nutimik Lodge
Oak Lake	Valleyview Oak Lake Co-op
Oakbank	Family Fare
Oakburn	Oakburn Foodtown
Oakville	Oakville Super Market
Onanole	Onanole General Store
Pierson	Phair Sports Ltd.
Pilot Mound	Dobson's Foods Ltd.
Pinawa	Northern Stores Ltd.
Pine River	Semeniuk's Grocerteria
Pipestone	Corral Foods
Plumas	Plumas Stop & Shop
Pointe du Bois	Lee Dale Developments Ltd.
Poplar Point	Poplar Point General Store
Poplarfield	King Buck Inn
	Poplarfield Groceteria
Rapid City	Waldon Insurance Agencies
Rathwell	Rathwell Solo & Hardware
Rennie	Rennie Grocery & Hardware
Reston	Reston Drugs
Richer	Burnell Food Plus
Ridgeville	Ridgeville Cooperative Community Club
Rivers	Rivers Super Thrifty Drug Mart Ltd.
Riverton	Riverton General Store
Roland	Roland E-Z Mart
Rorketon	Bonnett Insurance Agencies
Rossburn	L.P.K. Enterprises
St. Adolphe	B & J Groceries
St. Ambroise	Ducharme's General Store
St. Claude	Philippot's Shop Easy Foods
St. Eustache	Magasin Beaudin Shop
St. Francois Xavier	S.F.X. Country Store
St. Jean Baptiste	St. Jean Home Centre
St. Laurent	Depanneur Entre-Lacs
St. Lazare	J.C. & O.J. Ltee.
St. Malo	St. Malo Co-operative Ltd.
St. Pierre-Jolys	Mulaire's Shop Easy
Ste. Agathe	De Panneur Cheyenne Convenience Store
Ste. Anne	Ste. Anne Sundries
Ste. Rose du Lac	Ste. Rose Variety Shop
San Clara	Browser's Country Store
Sandy Lake	Sandy Lake Hardware
Sanford	Sanford Lumber & Building Supply
Sarto	Sarto General Store
Seven Sisters	Genie's Gift & Novelties
Shoal Lake	The Far Side Gifts
Sifton	Boguski Grocery
Snow Lake	Northern Stores Inc.
Somerset	DeCosse Foods
Souris	Souris Valley Foods
Sprague	Carl's Solo Store
Springfield	Garven Grocery Store
Starbuck	"Dawn 'Til Dusk" Convenience Store
Stead	Lesosky General Store
Steep Rock	Steep Rock General Store
Stonewall	Stonewall Pharmacy Ltd.
Stony Mountain	Mountainview General Store
Strathclair	Strathclair Consumers Co-op Ltd.
Sundown	Baba & Gido's
Swan Lake	Stevenson's Pharmacy Ltd.
Teulon	Teulon Super Thrifty Drug Mart
Tolstoi	Tolstoi Super Mart
Traverse Bay	Traverse Bay Corner Store
Treherne	Treherne Pharmacy
Vassar	Vassar General Store
Vita	Sumthing Special Florist & Gift Shop
Wabowden	Dwyer's General Store
Wanless	Marshalls Highway Haven
Warren	Pete's General Store
Waskada	Wilbro Enterprises Inc.
Waterhen	North Star Tourist Camp
Wawanesa	Gullett Pro Hardware
West Hawk Lake	West Hawk Lake Resort
Westbourne	Yellowhead Place
Whitemouth	Whitemouth Sundries
Winnipeg Beach	Beach Remedies
Winnipegosis	Winnipegosis Meat Market
Woodlands	Studler's General Store
Woodridge	Woodridge General Store